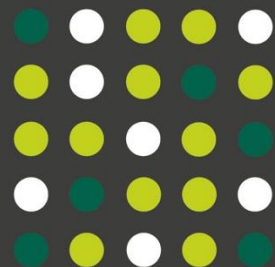
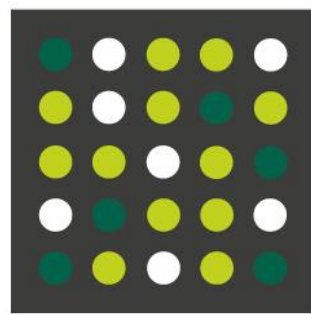


OUR PEOPLE STRATEGY



Contents

| | |
|---|-----------|
| Executive summary | 3 |
| Why we need a People Strategy | 4 |
| About Surrey | 5 |
| Our Vision for our People | 6 |
| Our People Outcomes | 7 |
| • Inclusive and compassionate | |
| • Collaborative and trusting | |
| • Ambitious and outcomes focused | |
| • Inventive and dynamic | |
| Delivering our outcomes | 11 |
| How People and Change can help you | 12 |



Executive summary

By 2030 we want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind.

We want our county's economy to be strong, vibrant and successful and Surrey to be a great place to live, work and learn. A place that capitalises on its location and natural assets, and where communities feel supported and people are able to support each other.

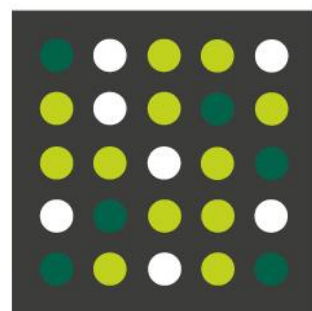
The council's workforce is key to us delivering this Community Vision 2030 and the outcomes set out in our Organisation Strategy. This People Strategy sets out our plan to develop the workforce needed for the future by focusing on 4 people outcomes;

- **Inclusive and compassionate**
- **Collaborative and trusting**
- **Ambitious and outcomes focused**
- **Inventive and dynamic**

To enable delivery of the outcomes, strategic workforce planning will be part of the council's new integrated business planning and performance framework. Work will take place with each directorate to map priorities and develop detailed workforce plans that ensure we have a competent, effective workforce across the entire council.

We will need to work together to deliver the workforce we need for tomorrow and in the future.

We are confident that these outcomes will stand the test of time, but we will also relentlessly focus on using the best solutions to help our staff aspire, thrive and flourish at SCC.



Why we need a People Strategy

Our workforce is crucial to delivering our ambitions as a council for the benefit of the public we are here to serve. We spend approximately 36% of our budget on our people so we need to make sure we are working together to ensure that they can perform to their full potential.

This means ensuring that the people policies, strategies, systems and procedures are in place to grow our talent through attracting, retaining and developing our people to do a great job every day for our communities. We need to make sure our guiding principle of no one left behind applies to our people as well as our residents.

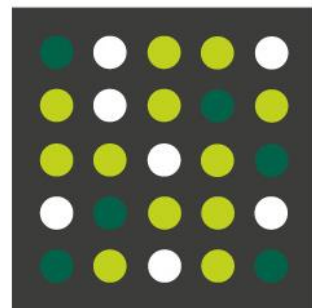
This People Strategy sets out what we are trying to achieve (our organisation outcomes) and how we plan to do it. Bringing our outcomes to life is dependent on us creating and delivering strategic workforce planning, ensuring we are planning now for the workforce we need in the future.

We will use Strategic Workforce Planning to:

- **Identify what type of workforce is needed to deliver our priority objectives and outcomes.**
- **Inform the work that the People & Change Service will do to ensure we have a workforce fit for now and the future.**

“At its simplest, workforce planning is about understanding the future strategic direction of the organisation and therefore the demand for different types of skills and seeking to match this with supply. Effective workforce planning is an important tool to help councils maximise their resources and build current and future capacity in a structured and planned way in order to meet outcomes.”

Taken from www.improvementservice.org.uk



About Surrey

This is generic text that has been used to set styles in this document only. Please replace it with your own text. This is generic text that has been used to set styles in this document only. Please replace it with your own text. This is generic text that has been used to set styles in this document only. Please replace it with your own text. This is generic text that has been used to set styles in this document only. Please replace it with your own text.

About Surrey

1.2 MILLION RESIDENTS

- **EXPENSIVE HOUSING** - 4 times less affordable than the national average
- Busy road network - **DOUBLE** the national average traffic
- **£43 billion** economy prior to COVID-19
- **Low unemployment rate of 2.3%**
- Average life expectancy **2 years** higher than national average
- **70-74** is the fastest growing age group
- **Over 50%** of the working age population hold a degree-level qualification



Our workforce - May 2022

10,178 EMPLOYEES (8,800 exc bank)

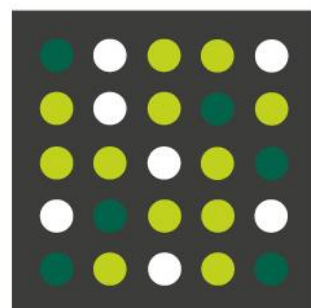
73% Female

27% male

12% staff aged 30 or under

42% staff aged 50 or under

14.9% staff turnover



Our vision for our people...

Enables us to deliver our Organisation Strategy

'Empowering our people to reach their full potential'

By building a high performing workforce representative of the communities we serve, made up of people who have respect for one another, make a difference every day and are inspired by compassionate leaders and our values to deliver for the people of Surrey so *no one is left behind*.



Our values are we care about:



Our Residents



Being Excellent



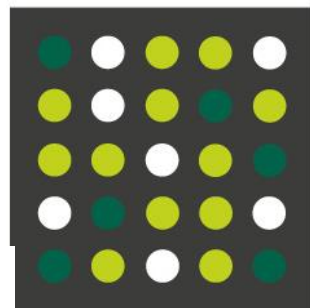
Being Open



Working Together



Respecting Others



Our People Outcomes

Inclusive and compassionate

Outcome

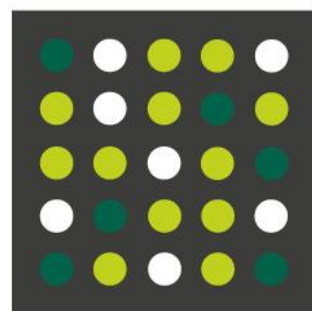
An inclusive and compassionate place where we value diversity and can be ourselves at work

We will offer:

- **Leading class induction programmes for leaders and managers to enable inclusive, compassionate and nurturing work environments**
- **Inclusive and values-based recruitment training and support for leaders and hiring managers**
- **Career pathways, succession planning and performance management solutions that provide all staff with the opportunity to progress and achieve their potential**
- **Specialist equality, diversity and inclusion insight and advice to tackle inequalities in our workforce and ensure no one is left behind**
- **Flexible and agile ways of working that balance the needs of the business with individual preferences**
- **A comprehensive suite of resources, support, advice and guidance for staff in relation to mental/emotional, finance, physical, social and team wellbeing**

Measure:

- **Increase in the number of staff who rate the organisation as a great place to work**
- **A diverse workforce that represent the communities we serve**
- **Candidate feedback on recruitment**
- **Number of applications, interviews and hires of people from underrepresented groups**
- **Pulse survey results**
- **Feedback from staff networks**
- **Turnover and sickness rates**



Collaborative and trusting

Outcome

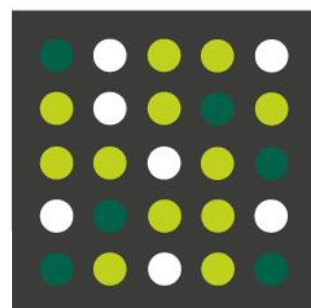
Enabling a collaborative and inviting place where we're empowered to be open, trust each other, and work as one

We will offer:

- **With Surrey Heartlands and other partners the United Surrey Talent Strategy**
- **Opportunities for staff to work across organisational boundaries and have flexible career pathways**
- **A Leadership Asks framework that sets out expectations for our leaders to create safe and inviting spaces for staff**
- **A broad range of activities that enable collaboration, ranging from a wide range of staff networks, groups and digital hubs to organisation design and development masterclasses, leadership events and action learning sets,**
- **A 'You said, We did' approach to engaging with our staff to promote a listening and responsive culture**

Measure:

- **Reduction in number of hard to fill vacancies particularly in social care**
- **Number of staff having regular performance conversations and with clear objectives**
- **Pulse survey results**
- **Turnover and sickness rates**
- **Increased engagement with staff networks and internal events**
- **Number of internal promotions**
- **A more equal and accessible offer for all staff regardless of access to IT**
- **Number of performance conversations and feedback from these**
- **Exit survey results showing reasons for people leaving**



Ambitious and outcomes-focused

Outcome

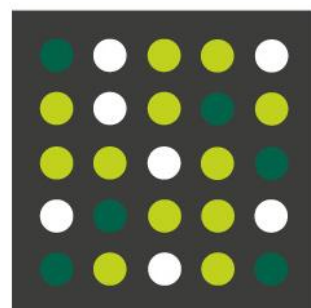
An ambitious and outcomes-focused place where we are passionate about our purpose and take accountability for delivering great results

We will offer:

- Extensive support for leaders and managers to enable them to lead with purpose and coach their teams
- A proactive performance hub alongside interventions to develop leaders, managers and staff to have meaningful performance conversations and address performance issues
- 360 feedback tools based on the [Engaging Leadership Model](#)
- Strategic workforce planning support to ensure we are preparing for the future by proactively defining needs and taking action to meet these needs
- A market leading Employee Value Proposition which invites, incentivises and rewards high performance in line with our Surrey values
- A total reward package encompassing a broad range of benefits that includes competitive pay, opportunities for progression and supports work life balance
- A combination of recruiting new staff and growing our own talent at all levels in their career.

Measure:

- Number of leadership training programmes delivered, and feedback from these
- Strategic workforce plans incorporated into business plans
- Pulse survey results
- Exit survey results
- Number of apprenticeships – career starter and career development
- Level of sickness absence
- Launch and communication of the strategic framework
- Number of performance conversations and feedback from these



Inventive and dynamic

Outcome

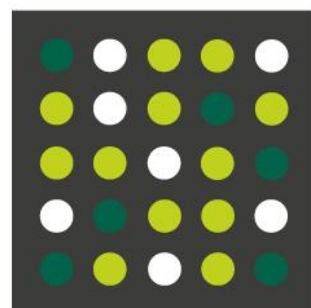
An inventive and dynamic place where we promote a learning mindset and adapt to new insights and opportunities

We will offer:

- **Flexible, fit for purpose jobs that encourage innovation and creativity**
- **Supportive cross organisation networks to share leading practice, innovation in service design and delivery and workforce best practice**
- **Design and delivery of pilots to test new ways of working to meet future demands and opportunities**
- **Talent mobility programmes within SCC and with partners**
- **Masterclasses to bring new thinking into the council relevant to SCC's strategic priorities**
- **A progressive learning and development offer to ensure all staff have access to opportunities to help them thrive and flourish**
- **Insight and intelligence about our workforce using data to help drive activity that delivers most impact for our residents.**
- **new staff and growing our own talent at all levels in their career.**

Measure:

- **Employee engagement score and other pulse survey results**
- **Number of secondments internally and with partners**
- **Attendance at masterclasses and feedback from these**
- **Number of internal promotions**
- **Exit survey results showing reasons for people leaving**
- **Increased retention**



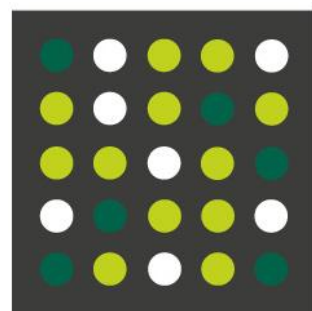
Delivering our outcomes

This strategy will be delivered by embedding workforce planning into the council's integrated planning and performance framework. Workforce planning has a significant role in delivering improved services, including working across the system with Health, VCSE and independent sector partners to unite Surrey talent and move towards services based around places rather than organisations.

In addition to this council wide People Strategy, there are directorate workforce plans in place, or in development, setting out the service specific priorities and how each part of the council will contribute to delivering the people outcomes.

- **Adult Social Care Workforce Plan**
- **Children, Families and Lifelong Learning Workforce Plan**
- **Customer and Communities Workforce Plan**
- **Environment, Transport and Infrastructure Workforce Plan**
- **Partnerships, Prosperity and Growth Workforce Plan**
- **Public Service Reform Workforce Plan**
- **Resources Workforce Plan**
- **Surrey Fire and Rescue People Strategy and Workforce Plan**

Performance management of our people will help us to deliver this strategy by supporting staff to understand how they are performing against the outcomes we want to deliver for residents. We will drive a high performance culture and address poor performance to ensure all staff are delivering to a high standard.



How your People and Change Service can help you

Your People & Change service offers a range of services which support the delivery of the council's Organisation and People strategies whilst at the same time ensuring that we meet our statutory obligations to our people.

We leverage our deep knowledge of the council and Surrey's communities together with our professional People and Change expertise to work with you in delivering a consistent suite of high quality, value added and commercially competitive services.

In addition, we can work with you to design, develop and implement targeted people interventions to meet specific operational requirements.

Our HR business partners are part of the council's business partner networks including finance, legal and other enabling services, working closely with core services to maintain SCC as a high performing council.

The People and Change service offer is based around a standard, integrated people lifecycle:

- **Joining**
- **Working**
- **Learning**
- **Reward**
- **Leaving**

We offer expert services and organisational development and people related change programmes targeted to each stage of the employee lifecycle. Our progress is measured by a suite of transparent measures and targets that clearly demonstrate value to the business and demonstrate our compliance with statutory and regulatory reporting.

You can find out more information about what we do here ([link to service offering](#))

